

Criminal Justice Coordinating Council

READY Center Assessment of Services

Report

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June 2023



Background

During the 10-year period from 2008 – 2017, nearly 40,000 District of Columbia inmates were released from the D.C. Department of Corrections (DOC) or the Federal Bureau of Prisons (FBOP) following the completion of their sentence of incarceration, and nearly 20,000 more were released from DOC following a period of pre-adjudication detention.¹ The transition from incarceration back to the community can be challenging for returning citizens in a variety of ways, ranging from obtaining housing, accessing services and continuing necessary medical, substance use disorder and other treatments.

The District of Columbia has taken steps to support the successful reentry of formerly incarcerated individuals, including the launch of the READY (Resources to Empower and Develop You) Center in February 2019 (a pilot program started in July 2018). The READY Center is a one-stop shop where formerly incarcerated District residents, whether returning from the local jail or from a Federal Bureau of Prisons facility, can access critical post-release services, obtain vital documents, and get connected to substance use disorder and mental health services and aftercare. These services and supports are provided in the hopes of preventing their return to the justice system. Services are provided at the READY Center by the Mayor’s Office on Returning Citizen Affairs (MORCA), Department of Corrections (DOC), Department of Behavioral Health (DBH), Department of Human Services (DHS), Department of Employment Services (DOES), Department of Motor Vehicles (DMV), and community-based organizations, which work collaboratively to tailor available programming to the needs identified by individuals seeking services.

The purpose of the study was to examine and compare the reentry experiences of individuals who used READY Center services and those did not use the READY Center, using both quantitative and qualitative data. Specifically, the quantitative study examined:

1. Characteristics of READY and non-READY Center participants;
2. Services READY Center participants utilized; and
3. Recidivism rates (e.g., rearrest, rebooking, and reconviction rates) for READY and non-READY Center participants.

The qualitative study investigated the reentry experiences of READY and non-READY Center participants with respect to:

1. Programs, resources, and services they have heard of, utilized, and hoped to receive;
2. Barriers and challenges to reentry;
3. The READY Center experiences; and
4. Marketing improvement of the READY Center.

¹ Criminal Justice Coordinating Council White Paper (2018). [Ten-Year Estimate of Justice-Involved Individuals in the District of Columbia.](#)

EXECUTIVE SUMMARY

Summary of Key Findings

Statistical Analysis of READY Center and non-READY Center Participants

1. **Characteristics:** READY Center participants were older, had at some point been diagnosed with a mental illness and a substance use disorder at DOC, had been charged with a violent or dangerous offense, have experienced housing instability, had longer lengths of stay, and had more prior bookings than non-READY Center participants.
2. **READY Center Services Received:** READY Center participants were frequently referred to DHS programs with employment and vocational training. The most frequent service that DMV provided to READY Center participants was an identification card. Project Empowerment was the DOES program that was of greatest interest to READY Center participants.
3. **Rearrests:** There were no significant differences between the similarly situated READY and non-READY Center participants with respect to rearrest rates and time to rearrest.
4. **Rebookings:** READY Center participants had a significantly lower number of rebookings (including pretrial detention) post-READY Center access/eligibility than comparable non-READY Center participants, controlling for other factors. A survival analysis showed that non-READY Center participants were more likely to return to jail sooner than READY Center participants.
5. **Reconvictions:** READY Center participants tended to have a lower number of reconvictions than comparable non-READY Center participants; however, the result was marginally significant. There was no significant group difference in time to reconviction.

Highlights from Interviews with 22 READY Center and non-READY Center Participants

1. **Awareness of Reentry Services:** READY Center participants found their reentry information from flyers, brochures, the Internet, the DC Reentry Navigator, and MORCA. Many non-READY Center participants learned about reentry information from MORCA and the Court Services and Offender Supervision Agency (CSOSA).
2. **Reentry Services Received:** Both READY and non-READY Center participants utilized services or programs related to food, employment, vital records, and health. Specifically, many READY Center participants utilized Project Empowerment and Supplemental Nutrition Assistance Program (SNAP) benefits.
3. **Reentry Challenges:** Housing (e.g., homelessness and housing instability) and employment (e.g., limited employment opportunity and job search) were described as the most common reentry challenges. Other reported barriers to reentry included reporting to parole/probation officers, mental health/substance use challenges, and adaptation/transition to the community.
4. **Ideal Reentry Services:** Many non-READY Center participants stated that more concrete, practical, and readily available housing and employment programs and resources could have been helpful.
5. **Benefits of the READY Center:** More than half of the READY Center participants mentioned that the READY Center helped them utilize multiple resources for food stamps, employment, housing, and other basic needs, which has made their reentry process easier.
6. **Why Some Did Not Use the READY Center:** Common reasons why non-READY Center participants did not participate in the READY Center (although they have heard of it) were personal (e.g., other priorities) or situational (e.g., pandemic) factors and a lack of understanding of the READY Center.

7. **Marketing the READY Center:** More than half of non-READY Center participants recommended using various marketing tools (e.g., fliers and workshops) to increase awareness about the READY Center. Other themes pertaining to marketing improvement included reaching out to returning citizens including federal inmates more proactively before their release and helping them navigate their reentry more efficiently and quickly.

Summary of Methodology and Limitations

Statistical Analysis. A sample consisted of 1,993 READY Center participants and 8,578 non-READY Center participants. The quantitative study solely used administrative data from the D.C. Department of Corrections (DOC), D.C. Superior Court (DCSC), D.C. Metropolitan Police Department (MPD), and the Justice Information System (JUSTIS), which is the integrated justice information system (IJIS) for the District of Columbia maintained by the CJCC. DCSC authorized CJCC staff to access court data through JUSTIS for the purpose of this analysis, pursuant to the JUSTIS Policies and Procedures Manual.

Characteristics of READY and non-READY Center participants were compared using descriptive and regression analyses. Matching methods were used to create similarly situated groups for comparison. Recidivism post-READY Center access/eligibility was measured by rearrest, rebooking at DOC, and reconviction data. To examine the relationship between READY Center participation and time to recidivism, time-event analysis (Kaplan-Meier survival estimates) and Cox proportional hazard regression were performed. A full description of the analysis sample, data matching process, analytic plan, and timeframes is in Appendix A.

Several methodological and analytical limitations for the quantitative study should be noted:

- **Causality.** The study did not incorporate a randomized experiment (e.g., random assignment of inmates to the READY Center services). Thus, it limits causal inference of the impact of READY Center participation on recidivism.
- **Unobserved factors.** This quantitative analysis relied exclusively on administrative data, which included only a few inmate characteristics. Although we used a statistical matching technique to control some baseline characteristics that could potentially affect recidivism outcomes, there may be unobserved differences in factors such as a tendency to choose to participate or not participate in the READY Center, the extent to which the participants received reentry services, personal resources and circumstances supporting community reentry, and, motivation to change behaviors or reintegrate into society that could have affected any of the outcomes examined in this study.
- **Generalizability.** The current study timeframe includes the COVID-19 era, which required criminal justice agencies (including the READY Center) to shift operations in various ways. Therefore, this limits the generalizability of the findings from one context to another and further studies are needed.

Interviews. Interviews were conducted with five READY Center participants and 17 non-READY Center participants using a structured interview tool to understand their reentry experience. A content analysis using a consensus-based iterative coding framework and a mixed inductive and deductive coding

approach² was used to analyze qualitative data. A detailed description of interview methodology is presented in Appendix A.

Several limitations of the qualitative study should be noted:

- **Generalizability.** The current qualitative study was comprised of a small sample size (5 READY Center and 17 non-READY Center participants) with primarily Black, non-Hispanic, men which limits generalizability of the findings.
- **Limited interpretations and conclusions.** For returning citizens, facing reentry challenges (e.g., juggling competing priorities and complex needs), and/or personal, social and health challenges post-release (e.g., having mental health issues, cognitive disability, or limited proficiency in English) could have limited their research participation, and, affected researchers' ability to include participants with differing perspectives and needs. Therefore, drawing conclusions from the current study should be approached with caution.
- **Nature of responses.** The course of the interview was guided by an interview script and the interview questions and probes were fairly structured (e.g., probing for housing and employment when discussing hardships). Thus, it could have restricted the interviewees from freely generating other new themes or topics.

Characteristics of READY Center Participants vs. Non-READY Center Participants

According to inmate demographics and statistics in D.C. Department of Corrections (DOC) custody posted on the DOC website,³ there were 10,450 releases in CY2019, 3,809 releases in CY2020, 3,354 releases in CY2021, and 3,257 releases in CY2022. The DOC provided data that shows the counts of residents served by the READY Center during 2018-2022 since the READY Center started keeping data (Figure 1).⁴ Looking at the numbers of DOC inmates the READY Center served pre-and post-release in Figure 1, 1,887 (18%) of the 10,450 releases in CY2019, 1,346 (35%) of the 3,809 releases in CY2020, 1,123 (33%) of the 3,354 releases in CY2021, and 841 (26%) of the 3,257 releases in CY2022 accessed the READY Center.

According to the D.C. Justice Statistical Analysis Tool (DC JSAT),⁵ persons sentenced in D.C. Superior Court and U.S. District court who were in Federal Bureau of Prisons (FBOP) custody were released as follows: 2,099 releases in CY2019, 1,802 releases in CY2020, and 1,098 releases in CY2021. When looking at both DC JSAT information and the number of FBOP inmates who accessed the READY Center shown in Figure 1, 111 (5%) of the 2,099 releases in CY2019, 279 (16%) of the 1,802 releases in CY2020, and 193 (18%) of the 1,098 releases in CY2021 were served by the READY Center post-release.

² Fereday, J., & Muir-Cochrane, E. (2006). Demonstrating rigor using thematic analysis: A hybrid approach of inductive and deductive coding and theme development. *International Journal of Qualitative Methods*, 5, 1–11.

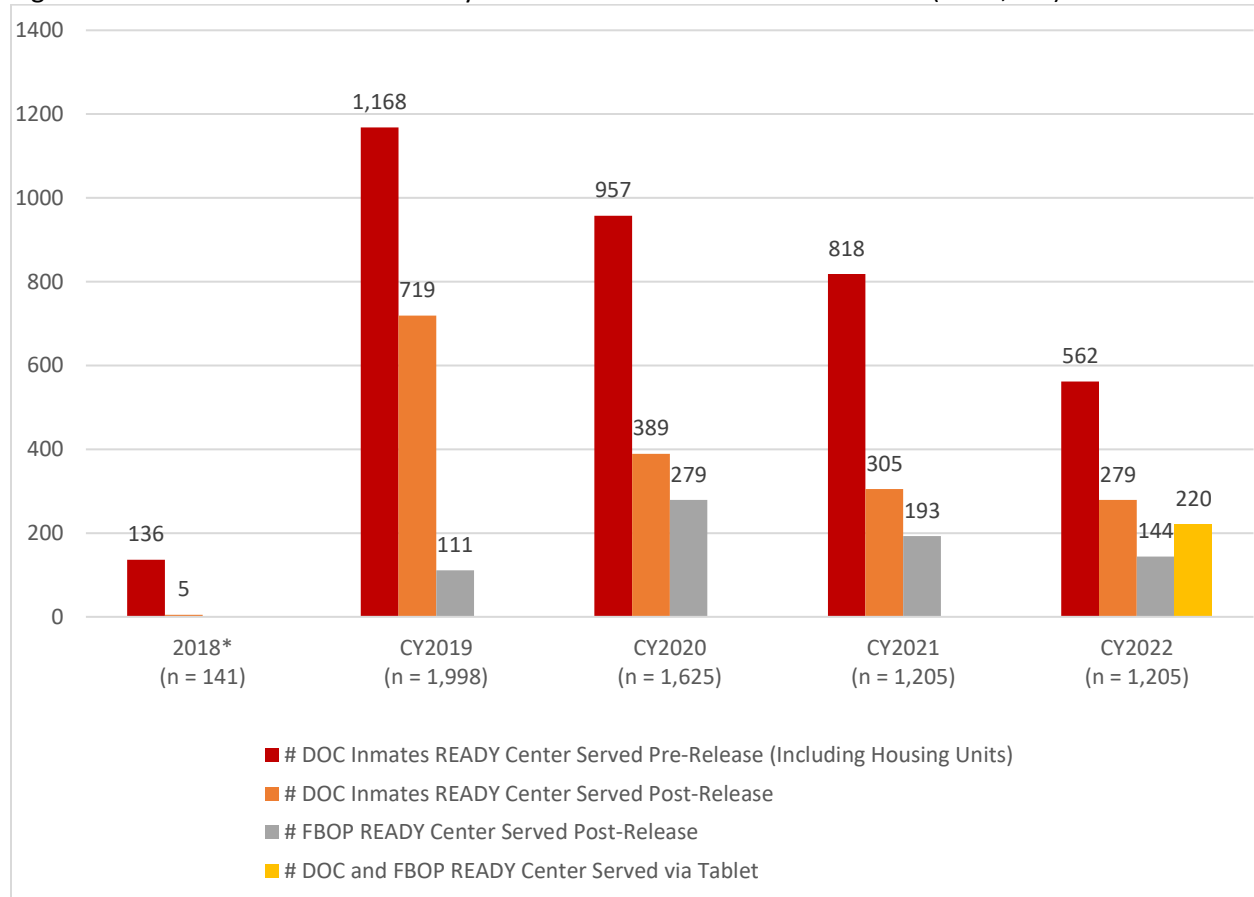
³ <https://doc.dc.gov/node/344892>

⁴ As of February 2023, a data recovery is in process due to some data loss during a data migration into a new information system. Thus, the numbers may have been undercounted. Data for January and February of 2023 were not included in graph.

⁵ <https://www.dcisat.net/FBOP.html>

As seen in Figure 1, a total of 6,285 were served by the READY Center during a 5-year period. Of them, 3,641 (58%) DOC inmates engaged the READY Center before their release, 1,697 (27%) DOC and 727 (12%) Federal Bureau of Prisons (FBOP) inmates engaged the READY Center post-release. In addition, there were 220 (4%) D.C. inmates in other jurisdictions who accessed READY Center services via tablet prior to release.

Figure 1. Number of Inmates Served by the READY Center from 2018 to 2022 (N = 6,285)



Source: DOC

Note. *The 2018 data includes 4 months of the year (April and October-December).

CJCC analyzed data on 1,993 READY Center participants⁶ who accessed READY Center services between 7/26/2018 and 3/11/2022 and 8,578 non-READY Center participants⁷ provided by DOC.

The latest date that a resident was committed to DOC custody was identified in the dataset⁸ to compare socio-demographics (i.e., age, sex, race, whether the resident has ever been diagnosed with a mental illness (MI) and substance use disorder (SUD) at DOC, whether the resident has ever had a charge that is

⁶ 147 (7%) of the 1,933 READY Center participants were referred to MORCA at the time of analysis.

⁷ The non-READY Center dataset was provided through 6/14/2022. However, all datasets were cut off at 3/11/2022 for a comparison purpose.

⁸ The 97% of individuals had the latest committed date between January 2018 and March 2022, and the remaining 3% had the latest committed date prior to January 2018.

violent (VIO) or dangerous under DC Code §22-4501, whether the resident has ever experienced housing instability,⁹ length of stay in DOC facilities, and number of bookings between READY Center participants and non-READY Center participants) (Table 1).

Welch’s t-test and Analysis of Covariance (ANCOVA) results showed significant group differences in age, sex, MI, SUD, VIO, housing instability, length of stay, and number of bookings at $p < .001$ as follows (Table 1 and Appendix C.1.):

- **Age:** READY Center participants (M = 37.90 years) are significantly older than the non-READY center participants (M = 36.67 years).
- **Sex:** There were more women among READY Center participants than non-READY Center participants (14% vs. 12%).
- **MI:** More READY Center participants have been diagnosed with a mental illness at DOC than non-READY Center participants (65% vs. 44%).
- **SUD:** More READY Center participants have been diagnosed with a substance use disorder at DOC than non-READY Center participants (62% vs. 44%).
- **VIO:** More READY Center participants have been charged with a violent or dangerous offense than non-READY Center participants (80% vs. 62%).
- **Housing instability:** More READY Center participants have experienced housing instability than non-READY Center participants (44% vs. 37%).
- **Length of stay:** READY Center participants (M = 1525.35 days) had longer lengths of stay in DOC facilities than non-READY Center participants (M = 897.75 days).
- **Number of bookings:** READY Center participants (M = 8.27) had more bookings than non-READY Center participants (M = 7.11).

Table 1. Characteristics between READY and non-READY Center Participants

	Total (N = 10,571)	READY Center Participants (N = 1,993)	Non-READY Center Participants (N = 8,578)	Welch Test p-value*
Age (years)	M = 36.90 (SD = 12.29)	M = 37.90 (SD = 11.92)	M = 36.67 (SD = 12.37)	$p < .001$
Sex				$p < .001$
Male	88%	86%	88%	
Female	12%	14%	12%	
Race				n.s.
White	5%	3%	6%	
Black	90%	95%	89%	
Hispanic	4%	1%	4%	
Asian	0%	0%	0%	
Other	1%	1%	1%	
MI (Yes)	48%	65%	44%	$p < .001$
SUD (Yes)	48%	62%	44%	$p < .001$
VIO (Yes)	65%	80%	62%	$p < .001$
Housing instability (Yes)	38%	44%	37%	$p < .001$

⁹ Housing instability includes homeless or in a shelter, no fixed address (transient), and refused or no data.

Average length of stay (days)	M = 1016.08 (SD = 1821.67)	M = 1525.35 (SD = 2118.33)	M = 897.75 (SD = 1724.28)	p < .001
Number of bookings	M = 7.33 (SD = 6.70)	M = 8.27 (SD = 6.68)	M = 7.11 (SD = 6.68)	p < .001

Source: DOC

Note. All numbers were calculated as of the latest committed date in the dataset. *Significantly different means between READY and non-READY Center participants. See variable types and coding in Appendix B.

Services Used by READY Center Participants

We obtained and analyzed data from DOC regarding the types of services READY Center participants were referred to or accessed from three different agencies that participate in the READY Center—the Department of Human Services (DHS), Department of Motor Vehicles (DMV), and the Department of Employment Services (DOES). Other agencies, such as Department of Behavioral Health (DBH), also make referrals or provide services to READY Center participants; however, referral and service data for those agencies were not available at the time of this study because of limited data availability.

DHS

Of the 1,993 READY Center participants, 339 individuals¹⁰ were found in D.C. Department of Human Services (DHS) records between 2/14/2019 and 12/02/2019¹¹ provided by DOC. Of the 339 individuals, 91% completed a combined application for DC medical assistance, food stamps, and cash assistance and 96% received gift card(s).¹² Of those who reached out to DHS in 2019, 4% expressed interest in education, 19% expressed interest in training, 21% of individuals expressed interest in both education and training, and 36% indicated neither.¹³ Of the 339 individuals, 45% of individuals were referred to other programs listed in Table 2.¹⁴ The most frequent program referral was employment and vocational training (Table 2).

Table 2. DHS Referrals for READY Center Participants (2/14/2019 to 12/02/2019, N = 339)

Program	Count
Employment & Vocational Training	102
Food	39

¹⁰ 87% of the 339 individuals were male. The 339 individuals reported to reside in the following Wards: 26% in Ward 8, 20% homeless, 15% in Ward 7, 14% in Ward 5, 9% in Ward 6, 5% in Ward 1, 5% in Ward 4, 3% N/A, 2% blank, 1% in Ward 2, and 1% in Ward 3.

¹¹ Records during this timeframe were pulled due to data availability in the READY Center Information System at the time of this study.

¹² When the participants are ready to leave DOC custody they walk away with SNAP and medical services through DHS; linkage to behavioral health services through DBH; ID card and driving record information from DMV; a metro card; gifts cards for McDonalds, and Walmart, and participants receive DOES & DBH referrals to programs and appointment cards. Lastly, The READY Center will also connect participants with MORCA, a community-based organization and other District of Columbia Government agencies for ongoing case management and support.

<https://doc.dc.gov/page/programs-and-case-management-pcm>

¹³ A data field was blank for the remaining 68 individuals (20%).

¹⁴ Of the 339 individuals, 58 (17%) were indicated as none and 127 (37%) had a blank field.

Housing	35
Mental Health	27
Social Services	27
Medical	17
Education	10
Substance Abuse	8
Social Security	6
Volunteer Opportunities	7
Self-Help/Support	5
Legal	4
In-House Referral	3
Parenting	2
Entrepreneurship Training Classes	1

Sources: DOC and DHS

Note. A person may have been referred to multiple programs.

DMV

Of the 1,993 READY Center participants, 487 individuals¹⁵ were listed in D.C. Department of Motor Vehicles (DMV) records provided by DOC.¹⁶ An identification card was the most frequent service (95%) received by the 487 individuals (Table 3). DMV services were completed for 97% of the 487 individuals.

Table 3. DMV Services Provided to READY Center Participations (1/3/2019 to 2/4/2022, N = 487)

Service	Count
Identification Card	463
General Information	8
Resources to Resolve Outstanding Tickets	6
Driver's License Replacement	5
Learners Permit	5
Driver's License Renewal	1
New Driver's License	1

Sources: DOC and DMV

Note. A person may have received multiple services.

DOES

¹⁵ 83% were male. The 487 individuals reported to reside in the following Wards: 29% in Ward 8, 20% homeless, 11% in Ward 7, 11% in Ward 5, 9% in Ward 6, 6% blank, 4% N/A, 4% in Ward 4, 3% in Ward 1, 2% in Ward 2, and 0% in Ward 3.

¹⁶ The exact date of DMV engagement was not available at the time of analysis. However, they participated in the READY Center between 1/3/2019 and 2/4/2022.

Of the 1,993 READY Center participants, 236 individuals¹⁷ were listed in D.C. Department of Employment Services (DOES) records between 2/13/2019 and 12/02/2019¹⁸ provided by DOC. Of the 236 individuals, 175 (74%) reported that they were interested in Project Empowerment¹⁹ (Table 4). Of the 175 individuals who expressed interest in Project Empowerment, 39% attended the first day of the program.

Table 4. DOES Programs in which READY Center Participants Expressed Interest (2/13/2019 to 12/02/2019, N = 236)

Program	Count
Project Empowerment	175 ^a
Seniors-back to Work	26 ^b
Career Connections	16 ^c
(Blank)	19

Sources: DOC and DOES

Note. ^a68 attended the first day of the program, 34 did not attend the first day of the program, and 73 had a blank field; ^b3 attended the first day of the program, 8 did not attend the first day of the program, and 15 had a blank field; ^c3 attended the first day of the program, 8 did not attend the first day of the program, and 5 had a blank field.

Recidivism for the READY and Non-READY Center Participants

We used three different metrics to analyze recidivism for READY Center and Non-READY Center participants—rearrest, rebooking at DOC, and reconviction. A detailed description of the analysis sample, data matching process, analytic plan, and timeframes is presented in Appendix A. The findings suggest that there were no statistically significant differences between the two groups with respect to rearrests and reconvictions, but non-READY Center participants were more likely to be rebooked at DOC than READY Center participants.

Rearrest

The rearrest analysis sample consisted of 5,308 individuals (1,577 READY Center participants and 3,731 non-READY Center participants) (See Appendix A for data matching). Overall, for both READY and non-READY Center participants, 56% were rearrested for committing a new offense (i.e., excluding release violations/fugitive rearrest charges) at least once after they were released to the community. For READY Center participants, the mean number of arrests was 1.67, with a standard deviation (SD) of 2.70 arrests; and for non-READY Center participants, the mean was 1.59 arrests, with a SD of 2.51. Including release violations/fugitive rearrest charges, 62% of READY Center participants were rearrested at least once (M = 2.04, SD = 3.07) and 61% of non-READY Center participants were rearrested at least once (M = 1.98, SD = 2.91) following their release to the community (Table 5).

¹⁷ 84% were male. The 236 individuals reported to reside in the following Wards: 23% in Ward 8, 22% homeless, 15% in Ward 6, 13% in Ward 5, 13% in Ward 7, 4% in Ward 4, 3% N/A, 3% in Ward 1, 2% in Ward 3, 1% in Ward 2, and 1% blank. The 98% of them reported that they are not currently employed at the time of DOES engagement.

¹⁸ Records during this timeframe were pulled due to data availability in the READY Center Information System at the time of this study.

¹⁹ For more information on Project Empowerment: <https://does.dc.gov/service/project-empowerment-program>

With or without including release violations/fugitive rearrest charges, the ANCOVA results showed that there were no statistically significant differences in rearrest rates (and numbers) between READY and non-READY Center participants, $p = n.s.$ In addition, there were no statistically significant differences between similarly situated READY and non-READY Center participants with respect to rearrest rates, $p = n.s.$

Table 5. Rearrests for READY and Non-READY Center Participants (7/26/2018 - 1/31/2023)

	READY Center Participants (n = 1,577)	Non-READY Center Participants (n = 3,731)	Total (n = 5,308)
Number of Rearrest			
Excluding release violations	M = 1.67 (SD = 2.70)	M = 1.59 (SD = 2.51)	M = 1.62 (SD = 2.57)
Including release violations	M = 2.04 (SD = 3.07)	M = 1.98 (SD = 2.91)	M = 2.00 (SD = 2.96)
Rearrest (0/1)			
Excluding release violations	56%	56%	56%
Including release violations	62%	61%	62%

Sources: DOC and MPD

Rearrest charges

As seen in Table 6, the most frequent rearrest charges were release violations/fugitive, followed by property offenses and simple assault for both READY and non-READY Center participants. However, READY Center participants tended to have more rearrest charges for property offenses (18%) than non-READY Center participants (15%). The non-READY center participants tended to have more rearrest charges for weapon violations (7%) than READY Center participants (4%).

Table 6. Rearrest Charges for the READY and Non-READY Center Participants (7/26/2018 - 1/31/2023)

	READY Center Participants (%)	Non-READY Center Participants (%)	Total (%)
Release Violations/Fugitives	20%	22%	21%
Property Offenses	18%	15%	16%
Simple Assault	16%	15%	16%
Other Offenses	15%	14%	15%
Narcotic violations	8%	9%	9%
Violent Offenses	8%	8%	8%
Traffic Violations	5%	6%	6%
Weapon Violations	4%	7%	6%
Disorderly Conduct	3%	4%	4%
Sex Offenses	1%	1%	1%

Sources: DOC and MPD

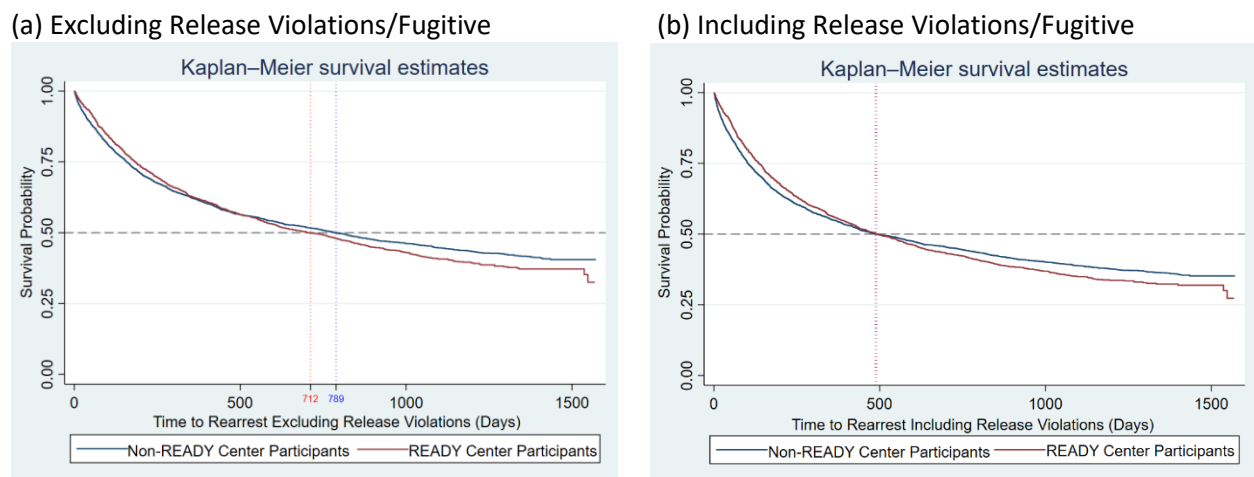
Note. A person may have multiple rearrests. For the 1,577 READY Center participants, 4,728 arrest charges (3,230 unique arrest numbers) were associated with their rearrests. For the 3,731 non-READY Center participants, 10,883 arrest charges (7,446 unique arrest numbers) were associated with their rearrests. In total, 5,308 persons had 15,611 rearrest charges (10,676 unique arrest numbers were associated). Other offenses include fraud and financial crimes, liquor law violations, offenses against family & children, other misdemeanors, gambling, and vending violations.

Survival analysis for rearrest

A survival analysis was conducted on the 5,308 individuals (1,577 READY Center participants and 3,731 non-READY Center participants). We examined the first rearrest event following their release to the community. When excluding release violations/fugitive rearrest charges, the median time to rearrest was 712 days for READY Center participants (i.e., about 50% of the READY Center participants were estimated to survive for 712 days) and 789 days for non-READY Center participants. When including release violations/fugitive rearrest charges, the median time to rearrest was 491 days for READY Center participants and 487 days for non-READY Center participants.

The Kaplan-Meier survival estimates visually shown in Figure 2 and the log-rank test showed that there were no group differences in time to rearrest, and the survival curves for the READY and non-READY Center participants with or without counting release violations/fugitive rearrest charges, $p = n.s.$ In addition, the Cox proportional-hazards analyses revealed that there were no group differences in hazard ratios (i.e., risk of the event) for rearrest rates including or excluding release violations/fugitive rearrest charges, $p = n.s.$

Figure 2. Kaplan-Meier Survival Estimates for Time to Rearrest by READY and Non-READY Center Participants



Sources: DOC and MPD

Note. The first rearrest event was examined. The recidivism timeframe and the sample size are different from the rebooking analysis below due to matching and data availability.

Rebooking

Rebooking rates, including pretrial detention, post-READY Center access/eligibility were examined among the 6,100 individuals (1,739 READY Center and 4,361 non-READY Center participants) whose release to the community date was matched. About 26% of the 1,739 READY Center participants were rebooked²⁰ at least once following their engagement with the READY Center and community release

²⁰ Pre-trials included.

between 7/26/2018 and 3/11/2022. In contrast, nearly half (49%) of the 4,361 non-READY Center participants were rebooked at least once during the same timeframe (Table 7). Overall, READY Center participants had a significantly lower number of rebookings ($M = 0.44$, $SD = 0.96$) than non-READY Center participants ($M = 1.09$, $SD = 1.66$), $F(1, 6098) = 239.84$, $p < .001$,²¹ controlling for covariates (i.e., demographic characteristics and past incarceration histories).

READY and non-READY participants were further matched on their socio-demographic factors and prior incarceration histories using propensity scores, resulting in a group of 3,476 matched samples. A multiple regression analysis using these matched groups showed that READY Center participants had a significantly lower number of rebookings than non-READY Center participants ($p < .001$) even after controlling for other factors (Appendix C.2.).

Table 7. Rebooking, including pretrial detention, for READY and non-READY Center participants (7/26/2018 - 3/11/2022)

	READY Center Participants (n = 1,739)	Non-READY Center Participants (n = 4,361)	Total (n = 6,100)
Number of Rebookings	M = 0.44 (SD = 0.96)	M = 1.09 (SD = 1.66)	M = 0.91 (SD = 1.52)
Rebooked (0/1)	26%	49%	43%

Source: DOC

Rebooking charges

With respect to rebooking charges, the most frequent rebooking charges among the 1,739 READY Center participants were technical violation (16%), followed by simple assault (15%) and theft second degree (12%). The rebooking charges of the 4,361 non-READY Center participants were uncertain at the time of the analysis due to missing data in a charge description.

Survival analysis for rebooking

We conducted a survival analysis among the 6,100 individuals (1,739 READY Center and 4,361 non-READY Center participants) whose release to the community date was matched. We examined the first rebooking event following their release to the community. The Kaplan-Meier survival estimate is visually displayed in Figure 3. As can be seen, there is a discernible difference between the survival curves for READY and non-READY Center participants with respect to rebooking including pretrial detention. The log-rank test indicated that the survival curves for the two groups differ significantly, $\chi^2(1) = 195.26$, $p < .001$.

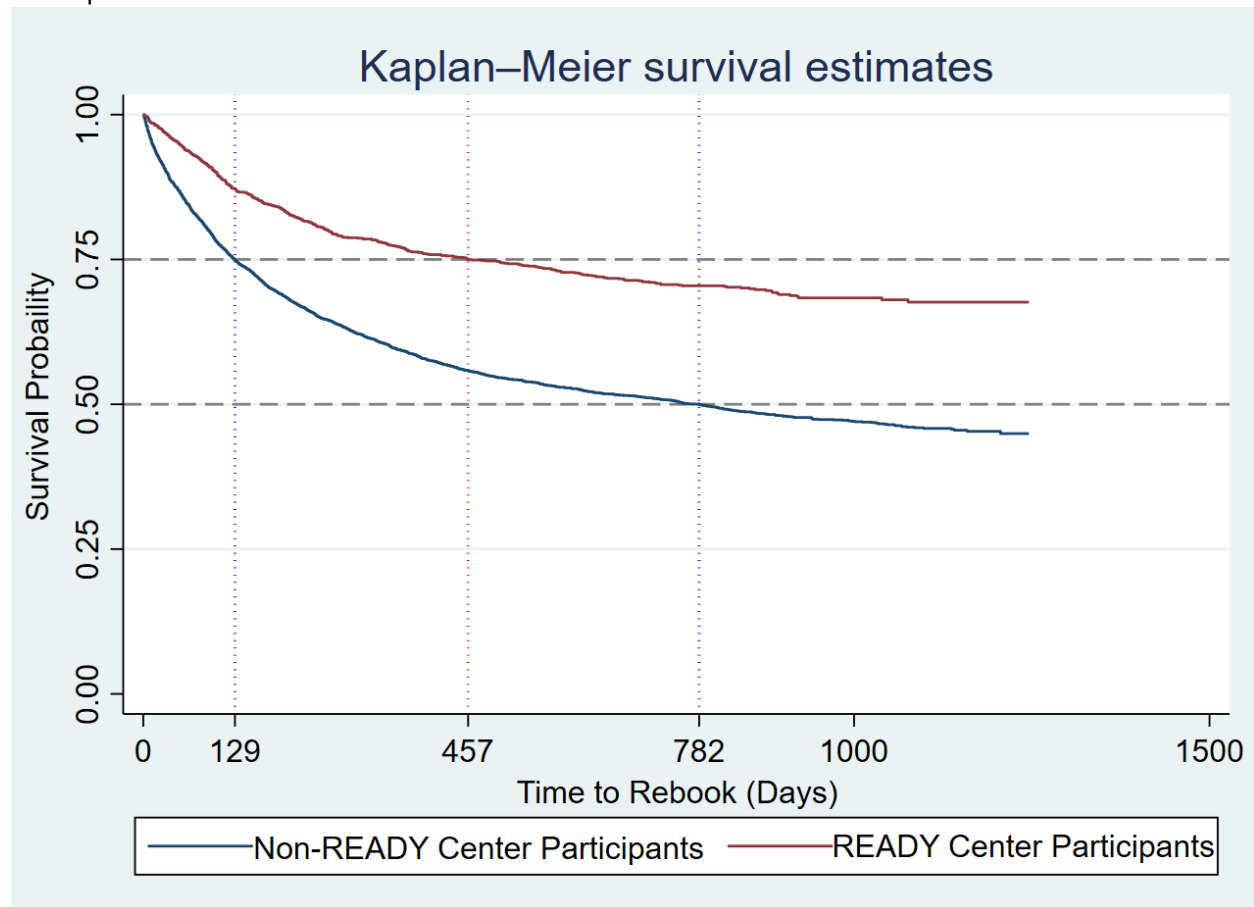
Specifically, READY Center participants took a longer time to get rebooked. About 25% of READY Center participants were estimated to be rebooked within 457 days (i.e., 75% of READY Center participants survived for 457 days). More than half of READY Center participants have survived during the recidivism study timeframe (7/26/2018 and 3/11/2022; i.e., 1,324 days).

²¹ Welch statistic = 370.66, $p < .001$

On the other hand, non-READY Center participants were more likely to return to jail sooner. About 25% of non-READY Center participants were estimated to be reincarcerated within 129 days. The median time to rebook was 782 days for non-READY Center participants.

The Cox proportional-hazards regression analysis was performed to consider multiple predictors in the multivariate model simultaneously. The results showed that READY Center participants had a lower risk of rebooking (i.e., higher survival chance) than non-READY Center participants. Specifically, after controlling for socio-demographic factors and prior incarceration histories, READY Center participants had a 62% lower hazard ratio (HR = 0.38, $p < .001$, 95% CI [0.35, 0.43]) than non-READY Center participants (Appendix C.3.).²²

Figure 3. Kaplan-Meier Survival Estimates for Time to Rebook by READY and non-READY Center Participants



Source: DOC

Note. The first rebooking event post-release was examined.

Reconviction

²² i.e., the READY Center participation reduced the risk of rebooking by 62%. When changing the reference group in the analysis, the non-READY Center participants had a hazard rate for recidivism that was 2.61 times higher (HR = 2.61, $p < .001$, 95% CI [2.35, 2.89]) than the READY Center participants, holding the other covariates constant.

The reconviction analysis sample consisted of 6,100 individuals (1,739 READY Center and 4,361 non-READY Center participants (Appendix A)). As seen in Table 8, 18% of READY Center participants were reconvicted at least once after they were released to the community (M = 0.31, SD = 0.86), whereas 20% of non-READY Center participants were reconvicted at least once following their community release (M = 0.32, SD = 0.79).

Table 8. Reconviction between the READY and non-READY Center participants

	READY Center Participants (n = 1,739)	Non-READY Center Participants (n = 4,361)	Total (n = 6,100)
Number of Reconviction	M = 0.31 (SD = 0.86)	M = 0.32 (SD = 0.79)	M = 0.32 (SD = 0.81)
Reconviction (0/1)	18%	20%	19%

Sources: DCSC and DOC

The ANCOVA result showed that there were no statistically significant differences in reconviction rates (and numbers) between READY and non-READY Center participants, $p = n.s.$ A multiple regression analysis on comparable READY and non-READY Center participants (i.e., socio-demographic characteristics and a number of prior D.C. adult convictions were matched) revealed a marginally significant result ($p = .05$) where READY Center participants tended to have a lower number of reconvictions than the similarly situated non-READY Center participants (Appendix C.4.).

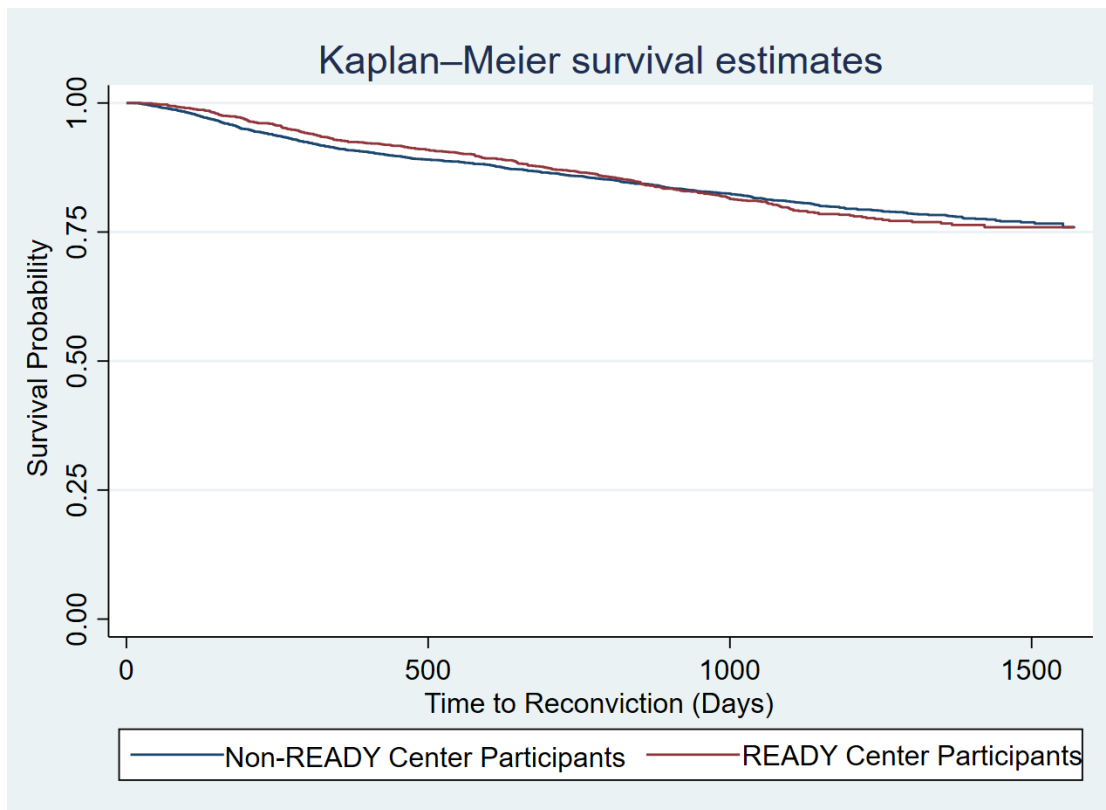
Reconviction charges

For READY Center participants whose cases were filed and who were convicted after their release to the community, the two most frequent reconviction charges were simple assault (20%) and theft (15%). For non-READY Center participants, the two most frequent reconviction charges were simple assault (23%) and weapon violations (12%).

Survival analysis for reconviction

The first reconviction event following release to the community was examined. The Kaplan-Meier survival estimates (Figure 4) and the log-rank test showed that there were no group differences in time to reconviction and survival curves for READY and non-READY Center participants, $p = n.s.$ In addition, the Cox proportional-hazards analyses revealed that there were no group differences in hazard ratios with respect to reconviction rates, $p = n.s.$

Figure 4. Kaplan-Meier Survival Estimates for Time to Reconviction by READY and Non-READY Center Participants



Sources: DCSC and DOC

Note. The first reconviction after release was examined.

Perspectives of Individual READY Center and non-READY Center Participants on Their Reentry Experiences and Awareness and Use of the READY Center

Structured interviews were conducted with a sample of 5 READY Center (RC) participants and 17 non-READY Center (NRC) participants (Appendix A) to obtain their perspectives on the READY Center and their overall reentry experience. Given that this is a nonrepresentative sample of READY Center and non-READY Center participants, their perspectives are not generalizable; rather, they offer some insights into factors that can inhibit or promote successful reentry. Specific details on the characteristics of the interviewees and the structured interview questions can be found in Appendix A. In general, interviewees were asked to discuss the following:

- 1) **Sources of reentry information:** Where they found information about reentry or resources.
- 2) **Programs, resources, and services utilized:** What kinds of programs, services, and/or organizations they utilized during reentry.
- 3) **Barriers and challenges to reentry:** What kinds of hardships they experienced during their reentry process.
- 4) **Ideal resources:** What kinds of programs or resources would have made the reentry process easier.

- 5) **The READY Center experiences:** For READY Center participants, how the READY Center assisted with the reentry process. For non-READY Center participants, why they have not participated in the READY Center.
- 6) **Marketing improvement:** What the READY Center could do to better advertise to or connect with returning citizens.

Sources of Reentry Information

The sources of reentry information for both READY and non-READY center participants are presented in Table 9. READY Center participants found their reentry information from flyers, brochures, the Internet, the DC Reentry Navigator, and the Mayor’s Office on Returning Citizen Affairs (MORCA). Many non-READY Center participants learned about reentry information from MORCA and the Court Services and Offender Supervision Agency (CSOSA).

Table 9. Sources of Reentry Information Identified by READY Center (RC) and Non-READY Center (NRC) Participants Who Were Interviewed

Sources of information: Where the participants found information about reentry or resources			
Coding category	RC (n = 5)	NRC (n = 17)	Total (n = 22)
MORCA	2	8	10
CSOSA	1	5	6
Internet (Google)	3	3	6
Flyer/Brochure	3	2	5
Case Manager	1	4	5
Friend	1	4	5
DC Reentry Navigator (Reentry Book)	2	2	4
Townhall Meeting in Jail/Job Fairs/Group Presentation	1	3	4
Halfway House	1	2	3
Parole/Probation Officer	-	3	3
Family Member	1	2	3
Word of Mouth	-	3	3
Catholic Charities	-	2	2
Christian Ministries	1	-	1
Free Minds Book Club	1	-	1
Families Against Mandatory Minimums	1	-	1
Downtown Day Services Center (DHS)	-	1	1
Voice For a Second Chance	-	1	1
Tablet	-	1	1
Newspaper	-	1	1
Lawyer	-	1	1

Note. The numbers do not add up to the sample size as the participants may discuss multiple sources of information.

Programs, Resources, and Services Utilized

Programs, resources, and services that both READY and non-READY center participants utilized during reentry are presented in Table 10. Overall, one overarching theme that emerged from the interview data was that both READY and non-READY Center participants utilized services or programs related to food, employment, vital records, and health. Specifically, more than half (60%) of READY Center participants utilized Project Empowerment²³ and the Supplemental Nutrition Assistance Program (SNAP) benefit. A few non-READY Center participants mentioned that they used vouchers, gift cards, and other tangible support for basic needs (e.g., food, transportation, and getting an ID) in addition to utilizing job, housing, and mental health related services.

Table 10. Programs, Resources, or Services Utilized by READY Center (RC) and Non-READY Center (NRC) Participants Who Were Interviewed

Programs, resources, and services utilized: What kinds of programs, services, and/or organizations they utilized during reentry.			
Coding category	RC (n = 5)	NRC (n = 17)	Total (n = 22)
Received cash, vouchers, or gift cards for basic needs (e.g., food, transportation, paying for ID/getting birth certificate)	1	6	7
Getting ID, birth certificate, or social security card	1	6	7
Project Empowerment (DOES)	3	3	6
Supplemental Nutrition Assistance Program (SNAP) benefit	3	1	4
Received help from Charities of D.C. (Catholic Charities) for food, gift cards, metro cards, any assistance	-	4	4
Martha's Table	-	3	3
Mental health/therapist related services	1	2	3
Jubilee Housing	-	3	3
Department of Employment Services (DOES) - unspecified	1	1	2
Medicaid	1	1	2
Department of Motor Vehicles (DMV) - unspecified	1	1	2
Bread for the City	-	2	2
So Others Might Eat (SOME)	-	2	2
Ready4Work	-	2	2
Prestige program	-	2	2
D.C. Infrastructure Academy	1	-	1
Thrive DC's Job Programs	-	1	1
Job Training Program	-	1	1
House of Ruth	-	1	1
Little Big Brother (mentoring program)	-	1	1
Veterans Administration (received healthcare related service)	-	1	1

Note. The numbers do not add up to the sample size as participants may have discussed multiple programs, resources, and services they utilized.

Barriers and Challenges to Reentry

²³ A transitional employment program that provides job readiness training to District residents, <https://does.dc.gov/service/project-empowerment-program>

Several themes pertaining to reentry barriers and challenges were identified by READY Center (RC) and non-READY Center (NRC) participants who were interviewed.

Housing. Housing (i.e., homelessness, housing instability) was discussed as the most common reentry barrier and the most difficult challenge in the reentry process. Specifically, the following housing challenges were discussed :

- (1) Nowhere to go upon release;
- (2) Delays in accessing housing services; and
- (3) Too expensive.

While homelessness and housing instability were described as the most difficult reentry challenge to many, some participants reported that they are making progress and have prepared some housing plan going forward (e.g., currently living in a transitional apartment and applied for a housing voucher).

Employment. Employment was discussed as another significant challenge faced upon release. The identified barriers to employment include:

- (1) Difficulty in searching for jobs;
- (2) Limited employment opportunity; and
- (3) Being unable to secure employment due to criminal background.

While several interview participants discussed employment challenges, some participants shared some employment preparation that helped them to navigate, such as

- (1) Utilizing employment program (e.g., Project Empowerment);
- (2) Continuously submitting job applications and resumés;
- (3) Lining up resources (e.g., Working immediately after finishing an apprenticeship program).

In addition to housing and employment being the most common reentry barriers, reporting to parole/probation officers, mental health/substance use disorder challenges, adaptation/transition to the community, self-maintenance, transportation, physical health, and application processing time for housing, food stamps, and Medicaid were discussed as other barriers and challenges to reentry (Table 11).

Table 11. Barriers and Challenges to Reentry Identified by READY Center (RC) and Non-READY Center (NRC) Participants Who Were Interviewed

Barriers and challenges to reentry: What kinds of hardship they experienced during reentry process.				
Coding category	RC (n = 5)	NRC (n = 17)	Total (n = 22)	Illustrative quotes
Housing	2	9	11	"I'm without housing. I don't know what to say. I'm lost for words for housing right now... I didn't know where I was going to stay next..." (0019)
Employment	1	6	7	"Trying to find work because of my record. That was your job pool is real small when you have a record..."(0020)

Reporting to a parole/probation officer	1	5	6	“Especially with me being in the program, it was quite stressful to have to go there to the urinalysis and then try to make it to class on time, and just that I have to commit to every week not knowing, because I was on a call system” (0007)
Mental health and substance use	-	4	4	“I need to keep myself busy so I won't be sitting wondering about drugs” (0030)
Adaptation and transition to the community	1	2	3	“The hardest thing was being without anything when you first get out...I was locked up for almost 12 or 13 years and I'm coming out and having to just try to jump right back into society. Not that I had to relearn the Metro, but just to take public transportation, to get around every day and trying to find a job after not having to do that for so long and to try to find housing and stuff like that” (0006) “The transition was just a lot for me to handle, so I started feeling anxiety with that” (0007)
Self-maintenance (Taking care of oneself)	1	1	2	“I just wanted to be able to maintain. I just wanted to be able to provide a living for myself, be able to pay my bills, be able to get in the car, pay my car note” (0026) “It's a lot right now that I have to go through to get myself situated” (0029)
Transportation	-	2	2	“Daily? I'm always faced with transportation problems” (0008)
Physical health	-	1	1	“I'm a hard worker, but at the same token, if my body can't do it, I can't go out there and risk my health” (0019)
Application processing time (e.g., housing, food stamp, Medicaid, etc.)	1	-	1	“When I was getting released, they gave me that paperwork that was saying with all the resources for everything...I signed up for to get food stamps and stuff. He's telling me it would take about 30 days” (0016)

Note. The numbers do not add up to the sample size as the participants may have discussed multiple themes.

Ideal Resources

Interview participants were asked about what kinds of programs or resources would have made the reentry process easier. As many participants mentioned housing and employment as the most common

reentry barriers, they also discussed that more concrete, practical, and readily available housing and employment programs and resources could have prepared them better in more realistic ways during reentry (Table 12).

Housing. A few participants described that providing an immediate housing program upon release could have been beneficial during reentry. They also discussed that knowing about housing resources and programs prior to release would have been ideal because in that way, they could have prepared themselves in a more realistic way and handled stress and anxiety better during the transition.

Employment. A few non-READY Center participants reported that employment related services and resources such as job training, job searching, job placement programs, and connecting to jobs that do not require background checks would have made the reentry process easier for them. In addition, offering a job readiness program for those who are about to be released, having a job set up upon release, and providing a case manager to help them navigate their reentry process were discussed as ideal employment resources.

The READY Center. More than half of READY Center participants mentioned that everything was good so far. Reviewing a list of programs with the READY Center helped them navigate the next step. They also further noted that job training (and being paid a stipend through training) and SNAP benefits received through the READY Center services were helpful.

Other ideal resources that came up during the interviews include therapist or counselor services, consolidating all information/resources (e.g., housing, job, food, etc.) into one central location on the internet, and being connected to the right people (Table 12).

Table 12. Ideal Resources to Support Reentry Identified by READY Center (RC) and Non-READY Center (NRC) Participants Who Were Interviewed

Ideal resources: What kinds of programs or resources would have made the reentry process easier.				
Coding category	RC (n = 5)	NRC (n = 17)	Total (n = 22)	Illustrative quotes
Housing (e.g., Immediate housing program upon release)	1	4	5	“Definitely immediate.... A resource for immediate housing. For those that are going to be released, I think there should be a program or somebody specifically designated to that person, and preparing them for what they're going to face upon their release...” (0007)
Employment (e.g., Job training, job placement programs, job searching, job opportunities, etc)	-	5	5	“Job training. Employment skills” (0008) “Maybe job placement. Job placement programs.. Try to make it maybe like, what do they call job fairs. That would have been nice, a job fair” (0023) “Just jobs that don't care about background checks” (0004)
READY Center (e.g., already utilized useful resources and services)	3	-	3	“It was good to go. Everything was all right, as far as the way it was” (0022)

				<p>“This one, the job READY Center, like I said, they really helped” (0028)</p> <p>“Well, I would say, well, SNAP and the employment one had I not used it, but I used it” (0009)</p>
Therapist or counselor services	-	3	3	<p>“Probably a therapist or something” (0003)</p> <p>“Maybe a counselor services...services that could relink you as far as counseling services...” (0023)</p>
Consolidating all information/resources (e.g., housing, job, food, etc) into one central location either on the internet, etc	-	1	1	<p>“I tell people there's so many programs for whatever it is you're looking for in D.C. It's just a matter of finding them. There's education programs, there's job programs, there's housing programs, there's food, there's literally everything. I don't think there's anything... If anything, if there was a way to do like the book does, where it consolidates everything into one central location, either on the internet or something like that, where it's easier instead of having to just randomly search around...because instead of having to sit on Google and search different places, if there was one central place where it might branch you off to everything, housing and everything, jobs and everything, food, resources and whatnot like that” (0006)</p>
Being connected to the right people (or being contacted/outreached)	-	1	1	<p>“I'm sure there are, but I just haven't plugged into the right people because for me, because of the years and years of incarceration, I go through bouts of depression. And I look at the fact that this coming March, I'll be 60 years old. And people are starting to retire at this age. I don't have nothing to show for, nothing... I mean, I thank God so much for [an organization] for helping me get off those drugs and keeping me, putting my mindset back on track to where it's, hey, I don't need that in order to function” (0026)</p>

Note. The numbers do not add up to the sample size as the participants may have discussed multiple ideal resources.

The READY Center Experiences

READY Center participants. READY Center participants were asked about how the READY Center assisted with reentry process. As described in Table 13, more than half of READY Center participants mentioned that the READY Center helped them utilize multiple resources for food stamps, employment, housing, and other basic needs. Additionally, two READY Center participants noted that the READY Center made their reentry process easier and everything went as smoothly as possible.

Table 13. Experiences with the READY Center for READY Center (RC) Participants Who Were Interviewed

For the READY Center participants, how the READY Center assisted with reentry process.		
Coding category	RC (n = 5)	Illustrative quotes
Being connected/ guided to multiple services	4	<p>"So, through The Ready Center is where I registered for the Project Empowerment job training program. Through the Ready Center is where I registered for the food stamps, and the Medicaid. But through The Ready Center, I was given some gift cards, and then I had a case manager, I think that that's the word to use for her. And she was somebody who can help me and aid me if I had any questions, whether it was housing, whether was employment. And she would call me every so often, give me some gift cards, give me some bus passes... that's pretty much what the sum of The Ready Center was" (0002)</p> <p>"[The READY program] They were handing out brochures down in jail. I called... DOES... and the program for the SNAP benefit, ... I mean, yeah, I got my job back because it was the job that I had before, but even they're still putting me through the DOES program. That'll help to further my employment, honestly...I've been trying to further my employment, not just to be a chef or nothing, but just to get something that'll pay more" (0009)</p> <p>"I went to the READY Center and they were one of the people giving me other addresses... And they explained to me where I probably would have to go for to find some work. Or where I would have to go to find housing and ... shelter too...and places where I could go and eat, find clothing, and stuff like that....All I did was I went to find the shelter and I went to the 1313 for the birth certificate, social security card" (0022)</p>
Making reentry process easier	2	<p>"[Contacting the READY Center] was pretty easy and...they really helped...[a case manager] ran on a list of programs that they had and things he thought I might want to do. [Compared to prior incarceration, using the READY Center made] the process quicker than if you out there on your own trying to do it with no help and stuff. I just find, it's always good to get help no matter where it's from" (0016)</p> <p>"[My reentry process] would've been a lot harder [without the READY Center]" (0009)</p>

Note. The numbers do not add up to the sample size as the participants may have discussed multiple themes.

The interview participants were further asked if there were any services or referrals that they did not use or follow up with. Of the five (5) READY Center participants, three (3) participants did not use or follow up with services and referrals made by the READY Center. The most common reason that they did not use or follow up with services that the READY Center made a referral to is because they were already getting similar services from other venues simultaneously, or those services are no longer in need.

The non-READY Center participants. Of the 17 non-READY Center participants, seven (7) individuals heard about the READY Center before but did not use the READY Center services. These seven (7) participants were asked why they have not participated in the READY Center although they have heard of it.

As seen in Table 14, a few non-READY Center participants did not utilize the READY Center because they did not fully understand what the READY Center is and whom it serves. Many of the non-READY center participants did not go through the READY Center due to personal or situational reasons.

Table 14. Reasons Why Non-READY Center (NRC) Participants Who Were Interviewed Did Not Use the READY Center

For the non-READY Center participants, why they have not participated in the READY Center, if heard		
Coding category	NRC (n = 7)	Illustrative quotes
Personal factor	3	<p>"I just never really found time to do it. I guess I'm so stuck on trying to figure everything out on my own, because help from other people usually don't work out." (0028)</p> <p>"Something just took priority at the moment...." (0020)</p> <p>"Because I forgot about it...I lost that sheet...that little brochure [about the READY Center]..." (0023)</p>
Lack of understanding of the READY Center	2	<p>"When I came out, someone at the shelter told me about that program. And I ended up having to call. But the way the woman explained it to me was that particular program is located over at the jail. And they have people that they deal with to get you signed up or get you ready, and stuff like that. [I thought] that's not for federal inmates." (0011)</p> <p>"I didn't really understand what it was." (0013)</p>
Already received services from other organizations	1	<p>"I actually contacted them (READY) when I was in the halfway house when I was calling everybody. And then I also, at the same time, had called the Mayor's Office on Returning Citizens Affairs and they told me I could go to the READY Center or MORCA, they kind of do the same thing. They both have access to the same departments and stuff like that....I don't know. I just picked more... I think it was easier for me to get to, at the time. So I just went to MORCA instead. Like I said, they had said they</p>

		basically do the same thing, so I didn't really... it wasn't really a reason why I didn't." (0006)
Situational factor (e.g., the READY Center was closed due to COVID at the time of contact)	1	"Yeah, I heard about it in the RSC. But when we got people trying to go there, they've been closed due to COVID. The one over by the jail's not open....[READY Center would have been helpful if it were open] because it channels all the resources into one area, and I can get help from one organization instead of several organizations" (0008)

Marketing Improvement

READY and non-READY Center participants were asked about what the READY Center could do to better advertise or connect with returning citizens. The most common themes discussed include:

- (1) Advertising the READY Center through various marketing tools;
- (2) Having READY Center information readily accessible and available to the returning citizens including D.C. residents incarcerated in another jurisdiction;
- (3) Reaching out to returning citizens more proactively and having them feel helped; and
- (4) Helping them navigate their reentry more efficiently and quickly.

Other themes pertaining to marketing improvements shared by interview participants include assisting with housing issues better, informing probation/parole officers of the READY Center, providing immediate tangible (e.g., money, gift cards) support for basic needs upon release, and increasing one's motivation to use the READY Center services (Table 15).

Table 15. Suggestions from Non-READY Center (NRC) Participants Who Were Interviewed on How to Improve Marketing for the READY Center

Marketing improvement: What the READY Center could do to better advertise to or connect with returning citizens.				
Coding category	RC (n = 5)	NRC (n = 17)	Total (n = 22)	Illustrative quotes
Increase awareness about the READY Center through various marketing tools (e.g., fliers, workshops, job fairs, word of mouth, educating case workers, etc)	-	10	10	"It'd be so many speakers coming through, professional speakers...They also had people from job fairs, they come they talk to us and tell us about the jobs and stuff like that. (0021) "So maybe posting some fliers or something within the walls, and then educating the case workers and making sure that they educate those that are scheduled to be released..." (0007); "[Posting fliers in a bus]..Or Subway, like a restaurant, fast foods restaurants...where with a lot of people go at...Give people employment and let them wear, t-shirts, give t-shirts out and let them know what y'all doing and they be gladly to be help. (0027)"

				<p>"They could, I guess they could. I think there's a better way to do it. Just keep on stressing it. [keeping contact and reminding you]" (0023)</p> <p>"The word of mouth is the best that you can ever pass along..." (0019) "If it's good, they [people came from prison are] going to push it out there..." (0029)</p>
Proactively reach out to returning citizens including federal inmates before their release	1	2	3	<p>"...So if there was a way to either access the resources or have the resources reach out to the people that are up there [non-D.C. areas] or something that would make it a lot easier..." (0006)</p> <p>"I think they should try to get in contact with the prisons and the inmates prior to them coming out from the institution..."(0008)</p> <p>"Don't always wait for me to reach out to you. You come to me. Everybody doesn't have that motivation that's needed... Show me that you're there. Show me that you're willing to walk down this path with me..." (0026)</p>
Improve the efficiency of reentry service	1	1	2	<p>"...It gets frustrating when you have to call all these numbers just to get something done. You can just call one, and that they refer... You can call that one, and then everything'll be done right then and there" (0009)</p> <p>"I think...that the right steps would've been taken at the right time, where everything would've got covered in dealing with you all. I just believe that for one, for two, because I don't think you would've had a person wasting time or taking time going to these resources that were no longer there or it's the wrong address or the wrong phone number.... (0020)"</p>
Better assist returning citizens with housing issues	1	1	2	<p>"I think that what they, and any other organization like them can do is to better the housing situation, because that is such an important thing..." (0002)</p> <p>"Only thing I can tell is housing. Housing and work because half of the individuals will work, but if you sitting on the streets 24 hours a day, how you going to be able to go to work tomorrow?" (0019)</p>

Inform probation/parole officers of the READY Center	-	2	2	<p>"If you weren't really pushing them to it, they weren't ...And I can say that CSOSA has been very good about making sure that the DC residents, if they're just, they'll send information, "Here's what's going on," CSOSA says (0011)"</p> <p>"...I feel as though it's on the parole officer... or the probation officer's behalf to actually try to help, instead of just telling you to go get a job or something that....like, say when you were going to CSOSA, and your probation officer said, "This is the READY Center." That's something that you probably would've taken advantage of (0013)"</p>
Provide immediate tangible (e.g., money, gift cards) support for basic needs upon release	1	1	2	<p>"People, when they get released, need some kind of money...to get them started out.... Something a little bit more than this though, like \$35. I mean they can go out and probably do something that they could do one time, one day's worth of work, and maybe get them a check as soon as they released." (0022)</p> <p>"They should be able to be more programmed to give out gift cards at this [reentry] moment for food and household items." (0024)</p>
Enhance personal motivation	-	1	1	<p>"Yeah, just make sure they follow through and reach out....That would help somebody really think that they going to get their self on track, but it's on that person too though [it's a little bit of self-motivation and help from others]" (0028)</p>

Note. The numbers do not add up to the sample size as the participants may have discussed multiple themes.

Conclusion

In conclusion, the current study indicates that returning citizens, particularly those who have more risk factors (e.g., mental health and substance use issues, housing instability, more extensive prior incarceration, and criminal history) may benefit from READY Center services to some extent. However, it should be noted that the READY Center went through several operational changes during our study period. For instance, READY Center operations changed due to the COVID-19 pandemic. Additionally, the READY Center was temporarily relocated to the Franklin D. Reeves Municipal Center, 2000 14th St NW, Washington, DC 20009 in early 2022, and the eligibility for utilizing the READY Center also changed from recently released returning citizens to all people in D.C who have been incarcerated. Therefore, future research should take these changes into consideration in advancing targeted efforts aimed at ensuring successful reentry and reducing recidivism for returning citizens and/or those who have been incarcerated.

Appendix A. Methodology

Study Aim and Questions

To examine the reentry experiences of individuals who have used the READY Center services and those who have not participated in the READY, CJCC conducted quantitative and qualitative studies using administrative and interview data. In detail, the study aimed to address the following questions:

1. How did READY Center participants differ from non-READY Center participants with respect to their socio-demographic characteristics and criminal history? (Quantitative)
2. What programs and services did READY Center participants utilize? (Quantitative)
3. What were the reentry experiences among READY and non-READY center participants? (Qualitative)
 - a. Where did they find reentry resources?
 - b. What programs, resources, and services did they use and hope to receive?
 - c. What barriers and challenges did they face during reentry?
 - d. What were their experiences of the READY Center services?
 - e. What could the READY Center do to better advertise to or connect with returning citizens?
4. How do recidivism (rearrest, rebooking, and reconviction) rates and time to recidivism differ among READY Center participants and non-READY Center participants? (Quantitative)

Keisler Social & Behavioral Research (SBR) obtained IRB approval for the current study, recruited interview participants, conducted interviews with 5 READY and 17 non-READY participants, and transcribed the interview data. The CJCC analyzed both quantitative and qualitative data and prepared this report.

Methodology for Quantitative Study

Analysis Sample and Time Frame

Base sample. The Department of Corrections (DOC) provided data on 1,993 READY Center participants who have accessed READY Center services between 7/26/2018 and 3/11/2022 and 8,578 non-READY Center participants. The non-READY Center dataset was provided through 6/14/2022 but all datasets were cut off at 3/11/22 for a comparison purpose. 97% of individuals had the latest committed date between January 2018 and March 2022, and 3% was prior to January 2018.

Sample for Recidivism Analyses. The sample of 10,571 individuals (1,993 READY and 8,578 non-READY Center participants) was reduced to 6,100 individuals (1,739 READY Center and 4,361 non-READY center participants) for the recidivism analyses due to data matching. Specifically, at first, to control confounding in the analysis phase for the recidivism analyses, the 1,993 READY and 8,578 non-READY Center participants were matched using an exact matching technique on the release date to the community²⁴ between 7/26/2018 and 3/11/2022, resulting in a total of 6,100 matched cases (1,739

²⁴ For the READY Center participants, their READY served date and release date were cross-checked to identify a baseline date for a recidivism analysis. For those who received READY Center service after their release, their READY served date was used as a baseline date to calculate recidivism rates.

READY Center participants and 4,361 non-READY Center participants). These matched cases were used throughout the recidivism analyses.

Based on the matched release dates, the following recidivism timeframes were examined: (1) rearrest rate between 7/26/2018-1/31/2023; (2) rebooking rate (including pretrial detention) between 7/26/2018-3/11/2022; and (3) reconviction rate between 7/26/2018-1/31/2023.²⁵

Data Matching Process for Recidivism Analyses

Rearrest. Based on the court case numbers provided in the DOC datasets, the DC Superior Court (DCSC) provided their PDID, full name, and date of birth to identify them in the D.C. Metropolitan Police Department (MPD) data. Of the 6,100 matched cases (1,739 READY Center participants and 4,361 non-READY Center participants) on the community release date, 5,308 were identified in the MPD dataset (1,577 READY Center participants and 3,731 non-READY Center participants). Their rearrest rates were examined between 7/26/2018 and 1/31/2023.

Rebooking. Rebooking rates, including pretrial detention, were examined among the 6,100 individuals (1,739 READY Center and 4,361 non-READY Center participants) whose release to the community date was matched in the DOC datasets between 7/26/2018-3/11/2022.

Reconviction. The reconviction rates for the 6,100 individuals (1,739 READY Center and 4,361 non-READY Center participants) whose release to the community date was matched between 7/26/2018 and 3/11/2022 were examined through 1/31/2023. CJCC received DCSC's permission to use the Justice Information System (JUSTIS),²⁶ which is the District of Columbia's designated Integrated Justice Information System and is maintained and administered by the CJCC, for the purpose of examining reconviction rates of the study sample. Specifically, their adult court case information (i.e., case number, case file date, sentence date, disposition outcome, and sentenced charges) were extracted from JUSTIS per DCSC's permission. For the reconviction variable, court cases that were filed and convicted (i.e., found guilty) after their baseline community release dates were examined.

Analytic Plan for Recidivism Analyses

The 6,100 matched cases (1,739 READY Center participants and 4,361 non-READY Center participants) on their community release date were further matched on their socio-demographic factors and prior criminal histories using the propensity scores to create similarly situated groups to additionally reduce selection bias and statistically balance the groups of comparison in confounding factors.²⁷ Then recidivism rates were statistically compared among the comparable groups.

A survival analysis was used to determine whether participating in the READY Center had a statistically significant impact on time to recidivism (i.e., rearrest, rebooking and reconviction). Specifically, the

²⁵ A recidivism timeframe for rearrest and reconviction is about 10 months longer than a rebooking period due to data availability.

²⁶ <https://cjcc.dc.gov/page/cjcc-justice-information-system-justis>

²⁷ E.g., Piccone, J. E. (2015). [Improving the quality of evaluation research in corrections: The use of propensity score matching](#), *Journal of Correctional Education*, 66(3), 28-46.

Kaplan- Meier survival graph (time-event analysis), log-rank test, and Cox proportional-hazards regression analysis²⁸ were used to determine whether participating in the READY Center impacted the length of time to recidivism.

Methodology for Qualitative Study

Participants were recruited by the Keisler Social & Behavioral Research (SBR) through distributing flyers to the Reentry Action Network, Court Services and Offender Supervision Agency (CSOSA) and the Mayor's Office for Returning Citizen Affairs (MORCA). Individuals who expressed in participating were screened by researchers to verify their eligibility, including whether the individuals were over age 18, spoke English, and were D.C. residents who were recently released from incarceration. The informed consent forms approved by the Institutional Review Board (IRB). Keisler SBR conducted in-depth interviews on 22 returning citizens in D.C. The in-depth interviews were recorded and transcribed by a third-party service, Rev.

Sample Interview and Probing Questions

- Where did you go to find information about your reentry or resources available to you?
 - [Probe for friends, family, organizations]
- What kinds of hardships did you experience during this process?
 - [Probe for housing, employment, mental health, physical health, community involvement, new charge or violation of conditions, reporting to a Parole or Probation Officer, substance use]
- What kinds of services or organizations did you utilize during your reentry?
- Are there any services that exist that you choose not to access this time around? If so, why not?
 - [Probe for Didn't know about them, didn't have contact info, more critical needs/priorities]
- What kinds of programs or resources would have made the reentry process easier for you?
 - [Probe for educational programs, training programs, access to social services]
- How did the READY Center assist with your reentry process?
 - [Probe for DMV/identification, other resources that READY offers]
- (For non-READY Center participants) Have you heard about this program (READY Center) before? If yes, can you tell us why you have not participated in it?
- What could the READY Center do better to assist with reentry?
 - [Probe for types of resources, a better way of connecting to returning citizens]
- (For non-READY Center participants) What could the READY Center do to better advertise to or connect with returning citizens?
- If you received referrals from the READY Center, did you follow up with them?

²⁸ The Cox proportional-hazards survival analysis was performed to consider multiple predictors in the multivariate model simultaneously.

**Appendix A.1. Sample Characteristics of the READY Center (RC) and Non-READY Center (NRC)
Participants Who Participated in the Interviews**

Characteristics	RC (n = 5)	NRC (n = 17)	Total (n = 22)
Mean age (years)	39.4	43.19	42.29
Gender			
Male	5 (23%)	16 (73%)	21 (95%)
Female	-	1 (5%)	1 (5%)
Race/Ethnicity			
Black of African American/Not Hispanic	5 (23%)	15 (68%)	20 (91%)
White/Not Hispanic	-	2 (9%)	2 (9%)
Most Recent Place of Incarceration			
Central Detention Facility	4 (18%)	6 (27%)	10 (45%)
Federal Bureau of Prison Facility (DC Residency)	1 (5%)	11 (50%)	12 (55%)
Length of Incarceration			
Less than 3 months	3 (14%)	4 (18%)	7 (32%)
Between 3 months and 6 months	1 (5%)	1 (5%)	2 (9%)
Between 6 months and 1 year	-	2 (9%)	2 (9%)
Between 1 and 5 years	-	4 (18%)	4 (18%)
Over 10 years	1 (5%)	6 (27%)	7 (32%)
Filled out READY Needs Assessment form?			
Yes	3 (14%)	1 (5%)	4 (18%)
No	2 (9%)	14 (64%)	16 (73%)
Don't know	-	2 (9%)	2 (9%)

Note. One non-READY Center participant reported “18 or over”

Appendix B. Administrative Data

Appendix B.1. Descriptions of Main Variables in Statistical Models

Variable	Variable Type and Coding	Data Source
Socio-Demographics		
Age (years)	Continuous	DOC
Sex	Binary (0 = Female; 1 = Male)	DOC
Race	Categorical (0 = White; 1 = Black; 2 = Hispanic; 3 = Asian; 4 = Native/Other)	DOC
Whether the resident has ever been diagnosed with a mental illness (MI) at DOC	Binary (0 = No; 1 = Yes)	DOC
Whether the resident has ever been diagnosed with a substance use disorder (SUD) at DOC	Binary (0 = No; 1 = Yes)	DOC
Whether the resident has ever had a charge that is violent (VIO) or dangerous under DC Code Section 22 4501	Binary (0 = No; 1 = Yes)	DOC
Whether the resident has ever had a housing instability indicator (HII)	Binary (0 = No; 1 = Yes)	DOC
Adult Criminal History in D.C.		
Number of prior arrests	Continuous	MPD
Number of prior bookings	Continuous	DOC
Length of stay (days)	Continuous	DOC
Number of prior convictions	Continuous	JUSTIS (DCSC)
Recidivism in D.C.		
Number of rearrests	Continuous	MPD
Rearrest charges	Categorical	MPD
Number of rebookings	Continuous	DOC
Number of reconvicitions	Continuous	JUSTIS (DCSC)
Reconviction charges	Categorical	JUSTIS (DCSC)

Appendix C. Statistical Models

Appendix C.1. Comparing Estimated Marginal Means of Outcome Variables Between the READY vs. Non-READY Center Participants, Controlling for Covariates

Analysis of Covariance (ANCOVA) using the General Linear Model (GLM) in SPSS version 27 was conducted to examine differences in age, sex, race, mental illness (MI), substance use disorder (SUD), violent indicator (VIO), housing instability indicator (HII), length of stay, and number of bookings between the READY and non-READY Center participants.

Table C.1. Results of ANCOVA

	ANCOVA		
	1,993 READY Center Participants M_{adj} (SE)	8,578 Non-READY Center Participants M_{adj} (SE)	F (1, 10,561)
Age (years)	36.04 (0.23)	37.10 (0.11)	17.11, $p < .001$
Sex	0.86 (0.01)	0.89 (0.00)	13.52, $p < .001$
Race	1.03 (0.01)	1.03 (0.01)	0.18, $p = 0.68$
MI	0.57 (0.01)	0.50 (0.01)	100.37, $p < .001$
SUD	0.55 (0.01)	0.46 (0.01)	72.86, $p < .001$
VIO	0.74 (0.01)	0.63 (0.01)	93.18, $p < .001$
HII	0.42 (0.01)	0.38 (0.01)	12.78, $p < .001$
Length of stay (days)	1333.94 (32.35)	942.22 (15.36)	117.90, $p < .001$
Number of bookings	6.46 (0.12)	7.53 (0.06)	67.39, $p < .001$

Source: DOC

Note. Estimated marginal means and standard errors, holding all covariates at their means, were reported above. Main effects were reported only.

Appendix C.2. Rebooking Between Similarly Situated READY Center Participants and Non-READY Center Participants

The Propensity Score Matching (PSM) technique was performed using psmatch2 command in STATA/BE 17. Comparable READY Center and non-READY Center groups were matched by a set of variables including sex, race, mental illness (MI), substance use disorder (SUD), violent indicator (VIO), housing instability indicator (HII), number of prior bookings, and prior length of stay (LOS). After the groups were matched, a regression analysis was performed with covariates.

Table C.2. Results of Multiple Regression Analysis

Number of Rebooking	Coefficient	Std.err.	t	[95% conf. interval]	
READY (1)	-.93	.05	-18.65***	-1.03	-.83
Number of prior bookings	.03	.00	6.36***	.02	.04
Prior length of stay	-.00	.00	-0.81	-.00	.00
Race					
1	.28	.15	1.79	-.03	.58
2	-.06	.27	-0.20	-.59	.48
3	.70	1.48	0.48	-2.20	3.61
4	-.06	.28	-0.23	-.60	.48
Age	-.01	.00	-3.54***	-.02	-.00
HII (1)	.25	.05	4.87***	.15	.35
VIO (1)	.23	.07	3.51***	.10	.36
SUD (1)	.14	.06	2.31*	.02	.25
MI (1)	.39	.06	6.90***	.28	.51
SEX (1)	.09	.07	1.19	-.06	.23
Constant	.56	.20	2.77**	.16	.96

*p < .05. **p < .01. ***p < .001

Number of obs = 3,476

F(13, 3462) = 46.42

Prob > F = 0.00

Adj R-squared = 0.15

Appendix C.3. The Cox Proportional-Hazards Survival Analysis for Rebooking Between the READY Center Participants and Non-READY Center Participants

The Cox proportional-hazards survival analysis was performed using STATA/BE 17. A time variable, i.e., time to rebooking, was partitioned into days and data was right-censored (failure = 1). A hazard ratio above 1.00 represents an increased risk of rebooking, whereas a hazard ratio below 1.00 represents a decreased risk of rebooking.

Table C.3. Results of Cox Proportional-Hazards Model

Failure_d Time to rebook_t	Haz. ratio	Std. err	z	[95% conf. interval]	
READY (1)	.38	.02	-18.12***	.35	.43
Number of prior bookings	1.02	.00	5.06***	1.01	1.03
Prior length of stay	1.00	.00	0.25	1.00	1.00
Race	.98	.05	-0.37	.89	1.08
Age	.98	.00	-7.60***	.98	.99
HII (1)	1.52	.06	10.32***	1.40	1.64
VIO (1)	1.52	.07	8.47***	1.38	1.67
SUD (1)	1.43	.07	7.48***	1.30	1.57
MI (1)	1.39	.06	7.24***	1.27	1.51
SEX (1)	1.36	.09	4.61***	1.19	1.55

***p < .001

No. of subjects²⁹ = 6,095

No. of failures = 2,599

LR chi2 (10) = 870.28, p < .001

²⁹ Of the 6,100 cases, 5 cases were excluded from the analysis because these cases had a zero time variable as they were released on 3/11/2022.

Appendix C.4. Reconviction Between Similarly Situated READY Center Participants and Non-READY Center Participants

The Propensity Score Matching (PSM) technique was performed using psmatch2 command in STATA/BE 17. Comparable READY Center and non-READY Center groups were matched by a set of variables including sex, race, mental illness (MI), substance use disorder (SUD), violent indicator (VIO), housing instability indicator (HII), number of prior convictions. After the groups were matched, a regression analysis was performed with covariates.

Table C.4. Results of Multiple Regression Analysis

Number of Reconviction	Coefficient	Std.err.	t	[95% conf. interval]	
READY (1)	-.06	.03	-1.96†	-.12	-.00
Number of prior convictions	.03	.00	9.17***	.03	.04
Race					
1	.06	.10	0.62	-.14	.26
2	-.11	.18	-0.64	-.45	.23
3	.24	.64	0.37	-1.02	1.49
4	.02	.17	0.11	-.32	.36
Age	-.01	.00	-7.71***	-.01	-.01
HII (1)	.08	.03	2.70**	.02	.15
VIO (1)	.06	.04	1.50	-.02	.14
SUD (1)	.08	.03	2.37*	.01	.15
MI (1)	.21	.03	6.12***	.14	.28
SEX (1)	-.03	.04	-0.67	-.11	.06
Constant	.29	.12	2.34*	.05	.53

†p = .05. *p < .05. **p < .01. ***p < .001

Number of obs = 3,476

F(12, 3463) = 21.06

Prob > F = 0.00

Adj R-squared = 0.06